

18 Nov 76

**MEMORANDUM FOR:** Deputy Director of Central Intelligence  
**FROM:** John F. Blake  
 Deputy Director for Administration  
**SUBJECT:** Training in Analysis and Production  
**REFERENCE:** Memo to DDI and DTR/DDA from DDCI, dated  
 1 Nov 76, Same Subject (HR 76-5528)

1. In response to your inquiry about the kind of training offered in intelligence analysis and production, this memorandum describes relevant training conducted by the Office of Training/DDA and by the Defense Intelligence School, Defense Intelligence Agency.

2. The Office of Training provides 11 courses which in varying degree contribute to improved effectiveness of the Agency's wide spectrum of intelligence analysts. These courses are conducted both in the Intelligence Institute and Functional Training Division. In addition, OTR's relatively new Center for the Study of Intelligence has been conducting a series of seminars on the intelligence process and the nature of intelligence analysis in which there has been active participation by Agency analysts.

3. The Intelligence Institute conducts six courses relating to intelligence analysis and production. Descriptions of these courses follow; the number in parentheses following the name of each course indicates the total number of DDI and DDS&T officers who completed the course during FY 1976 and the Transitional Quarter.

a. Intelligence Process Course (30 plus 33 Career Trainees). Five weeks, full time.

The course provides a comprehensive survey of the entire intelligence process, but devotes a majority of its time to the wide scope of national intelligence priorities,

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analytical methods, and production techniques. Emphasis is given to new research methods developed throughout the national intelligence community--statistical analysis, modeling, automated information handling and data processing, multidisciplinary approaches, and new graphic display techniques. Current and recent intelligence research activities are covered through case studies presented by working analysts. These presentations emphasize the research and presentation process rather than substance. Students emerge from the course with an understanding of the requirements process that drives national foreign intelligence collection and production, knowledge of the responsibilities charged to CIA and various elements in the community, and an appreciation of the impact finished intelligence has on national executive-level policy and decisionmakers.

b. Industrial Training Course (25). Six weeks, part-time. Recently transferred from the Office of Economic Research to the Office of Training, this course is designed to relate economic theory with production realities in such basic industries as iron and steel, copper, aluminum, electric power, machine tools, and automotive transport. The course combines lectures, films, and field trips to representative plants in its instruction techniques. Its purpose is to educate the less-experienced analyst, as well as to update the knowledge of the more-experienced ones.

c. USSR Country Survey (14). Two weeks, full time. This course is for analysts [redacted] 25X1  
[redacted] Topics covered range from political dynamics and social system to economic and military capabilities. 25X1

d. China Familiarization (21). One week, full time for analysts [redacted] 25X1  
The course provides a basic survey of Chinese history and culture; resources; economic, political, and social patterns; and foreign relations.

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f. Writing Better Reports (59). Two weeks, part-time. This course is available to analysts and other Agency professionals who need to improve their writing skill. Although not a course in analysis as such, it sharpens the officer's ability to present the results of his research. The course demonstrates there is an analytical process in intelligence writing. Instructional emphasis is on clarity and expression of ideas, structure of presentation, accuracy of terms and concepts, inductive and deductive logic, and development of supportive evidence.

**4. Courses conducted by the Functional Training Division are:**

- Information Science for Intelligence Functions (18). Four weeks, full time.
- Information Science for Imagery Analysis (17). Two weeks, full time.
- Survey of Intelligence Information Systems (19). Three weeks, full time.
- System Dynamics: Principles and Applications (27). Two weeks, full time.

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To make a generalized statement, the above courses acquaint personnel from the Agency and Intelligence Community with extant intelligence files, systems, and programs; application of statistical collation and analysis to intelligence problems; other problem-solving techniques (normally requiring quantification); and systems approaches to problem-solving and problem perception. In all of these programs, the student is trained how to use a computer as an aid in using the above techniques.

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A variety of other methods can be taught depending on their applicability to the analytical function.

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5. The Center for the Study of Intelligence, Intelligence Institute, Office of Training, has conducted approximately eight seminars relating to the intelligence process, with particular attention to multidisciplinary analysis, system dynamics and intelligence analysis, and assumptions in Soviet political analysis. The Center also has produced several relevant studies, including "Intelligence Support to National Security and Foreign Policy Decisionmaking," "Future Market for Intelligence," and "DDO/DDSGT Relationships in Human Source Collection of Scientific Information." It has several other pertinent studies under way which may be of significant value to the selection, training, and professional performance of intelligence analysts.

6. The Defense Intelligence School, Defense Intelligence Agency, offers 11 different courses or subcourses, all of which contain at least a small core of course units devoted to intelligence analysis and presentation. These courses support three principal DIS educational programs--career intelligence, attache preparation, and general intelligence orientation. Approximately 1,500 military and civilian personnel attend DIS classes each year. There are two major courses, however, which are most relevant to the subject addressed in this memorandum.

a. Civilian Intelligence Analysts Introductory Course. Seven weeks, full time. This course concentrates on preparation of intelligence analysis summaries, reports and estimates, exploitation of imagery, use of maps and charts, and automatic data processing. The course also includes practice in written and oral communication skills.

b. Postgraduate Intelligence Course. Thirty-eight weeks, full time. The PGIC is the core curriculum for DIA's Master's Degree Program in Strategic Intelligence. Training relating to intelligence analysis and production includes techniques of research, map reading, logics for intelligence problem analysis, information science, in-depth area and functional research, and oral and written expression. Both the above DIS courses are available to CIA analysts, but none has attended over the past 12 months. An analyst from the National Photographic Interpretation Center did attend the 38-week PGIC in FY 1975, however, and his evaluation of this

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course is noteworthy. He felt the PGIC was much too long and too closely tied to the military services instead of the area of strategic intelligence. He also noted that roughly 75 percent of the subject matter was the same as offered by various in-house Office of Training courses, and concluded that he lost almost a year on the job while acquiring little that would be of benefit to his component.

7. The DTR has tasked the Center for the Study of Intelligence to develop views regarding the feasibility and design of analyst training. This work may provide a significant input to the problem.

8. The DDI and the DTR will be getting together in the near future to compare views on the matter of training for analysis and production. We are hopeful their consultations will provide the basis for a proposal for further action.

S/  
John F. Blake

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**ORIGINATOR:**



10 NOV 1976

**Harry E. Fitzwater**  
**Director of Training**

**Date**